An Enrollment Discussion with
Budget Planning Council
Fall 2021
Division of Enrollment Management: Units and Leadership

• **Undergraduate Admissions:** Dr. Mateo Remsburg, AVP and executive director
• **OHIO Online Enrollment:** Ginny Valentin, senior director
• **Enrollment Marketing:** Katie Troyer, senior director
• **Office of Student Financial Aid and Scholarships:** Valerie Miller, director of Student Financial Aid and Scholarships
• **Office of the University Registrar:** Deb Benton, University Registrar
  - Veterans and Military Student Services Center: Terry St. Peter, director
• **Enrollment Initiatives:** Rob Callahan, senior director
<table>
<thead>
<tr>
<th>Group</th>
<th>Purpose</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Enrollment Executive Group</strong></td>
<td>Deciding</td>
<td>Dedicated convenings of Executive Budget Group to enact decisions related to strategic enrollment management and associated resources. Includes President, EVPP, VPFA, and support personnel.</td>
</tr>
<tr>
<td><strong>Enrollment Strategy Steering Group</strong></td>
<td>Recommending</td>
<td>Prepares and advances strategic and resource recommendations with input from other groups. Validates enrollment projections. Composition: CSIO, VP UCM, VP EM, Deans (2), VP Undergraduate Education, Academic Budget Office</td>
</tr>
<tr>
<td><strong>Strategic Enrollment Advisory Group</strong></td>
<td>Advisory</td>
<td>Cross-functional group with representation from all divisions and faculty senate. Includes ad hoc working groups.</td>
</tr>
<tr>
<td><strong>Scholarship Leveraging Group</strong></td>
<td>Recommending</td>
<td>Supports design and implementation of OHIO’s strategic use of aid to optimize enrollment, generate revenue, and achieve desired profile.</td>
</tr>
<tr>
<td><strong>University Recruitment Council</strong></td>
<td>Informational</td>
<td>Modeled after University Academic Advising Council, a University-wide, all-are-welcome group to share recruitment and yield best practices, trends and opportunities for involvement.</td>
</tr>
<tr>
<td>Other groups as needed</td>
<td>Variable</td>
<td>Examples: CC+ Strategy, Pricing Analysis, RHE Enrollment Integration</td>
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</tbody>
</table>

OSU Division of Enrollment Management
# Enrollment Management Priorities 2021-2022

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
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<tbody>
<tr>
<td>Establish an enrollment-forward culture</td>
<td>University-wide</td>
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<tr>
<td>Rebase the EM budget and track ROI of each major investment</td>
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<td>Engage in strategic enrollment planning</td>
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<td>Prioritize OHIO Online enrollment infrastructure</td>
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<td>Pursue a One OHIO enrollment approach across all six campuses</td>
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<tr>
<td>Optimize scholarships and aid in- and out-of-state</td>
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<td>Support launching the next phase of OHIO Honors</td>
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<td>Regain Ohio market share on all campuses</td>
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<tr>
<td>Continue to grow non-resident enrollment</td>
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<tr>
<td>Revamp transfer credit processes and service</td>
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<tr>
<td>Build graduate EM infrastructure</td>
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<td>Continue to deliver excellent service in-person and online</td>
<td></td>
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<tr>
<td>Strategically distribute HEERF III funding and respond to COVID</td>
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<tr>
<td>Continue innovative G+ Graduation Plan support</td>
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<tr>
<td>Realize a competitive advantage via an enhanced campus visit</td>
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</table>
Featured Enrollment Initiatives

- Elevating reputation and brand in partnership with UCM and colleges
- University Recruitment Council (New!)
- Enhancing the campus visit, with dedicated space
- **Targeted recruitment:** Out-of-state, multicultural recruitment, transfer, international, honors and scholars recruitment, academic focus
- OHIO Online enrollment (New Team!)
- Enhanced scholarship strategy
- Streamlining the transfer experience
- Optimizing College Credit Plus as a pipeline
- Virtual services
Quick Recap: Fall 2021 Enrollment Outcomes
Once again, approximately half of OHIO’s enrollment comes from categories other than Athens campus traditional undergraduates in fall 2021 (49.1% in 2020).
Total University Enrollment

Fall 2021 Preliminary Final Census
Total Headcount: 28,770

Census date: 9/6/2021
Diff vs. 2020: -1,639 (-5.7%)

Data considered preliminary; changes are anticipated due to multiple-start online programs.
Regional Campuses

RHE Census Enrollment: 4,282
• Difference vs. 2020: -737 (-15.9%)
• Credit hours will continue to include Athens students taking RHE courses

RHE Fall 2021 - unduplicated headcount

- Continuing—unduplicated
- New Transfer
- New First-Year
Undergraduate Online Programs

Online Degree Completion Programs

Total Undergraduate Online Students
- Census Enrollment: 3,541
- Difference vs 2020: -486 (-12.1%)

RN-to-BSN Students
- Census Enrollment: 2,890
- Difference vs 2020: -554 (-16.1%)

Other Online Programs Outside of RN-to-BSN
- Census Enrollment: 651 (RECORD again)
- Difference vs 2020: +68 (+11.7%)
**Athens Graduate Enrollments**

Graduate / Ground-Based and Hybrid
- **Census Enrollment:** 2,620 Students
- **Difference vs 2020:** -20 (-0.1%)

Graduate Online Programs
- **Census Enrollment:** 2,785
- **Difference vs 2020:** -6 (-0.002%)
HCOM Enrollments- All Campuses

Heritage College of Osteopathic Medicine

- Census Enrollment: 993 Students
- Difference vs 2020: -6 (-0.01%)
- Fall 2018 was final year of planned growth
TOTAL Enrollments- Change Analysis

Total Enrollment Variance

Undergraduates: (384)
Graduate ground: (20)
Regional Campuses: (737)
Undergrad online: (486)
Graduate online: (6)
Medical: (6)

Total Difference vs 2020: (1,639)
Undergraduate Recruitment Strategy

Creating the Enrollment Pipeline

• **Prospects (~500k)**
  - Testing agencies (College Board, ACT | NRCCUA)
  - Digital marketing
  - Survey-based list sources
  - Referrals
  - Partnerships with schools, institutions, community-based organizations, licensure agencies, and employers

• **Inquiries (~100k)**
  - Traditional, digital, and web-based advertising/marketing
  - Test scores (ACT, SAT, AP, TOEFL, IELTS, CLEP, etc.)
  - Application search campaigns
  - Recruitment travel and on- and off-campus events
  - Academic camps, summer programming, CC+
  - Alumni engagement and referrals
  - School counselor, parent, and other influencer engagement
Expanded Geography: Athens Fall Freshmen Prospects

National recruitment approach

Fall 2012

Fall 2022
Expanded Non-resident Initiatives

Fall 2021 Application Volume by Market

International in-market staffing:
- Vietnam
- Malaysia
- India
- China (part-time digital officer)
Fall 2022: Important Milestones

Important considerations:
- In-person recruitment travel converted to virtual events due to COVID responses at high schools
- Campus visits are in high demand by prospective students!
- Housing Application is now opening December 1 (previously in early January).
# Building Enrollment Projections

## Key Considerations

<table>
<thead>
<tr>
<th>Landscape and market data</th>
<th>National trends, precedents, surveys</th>
<th>Graduation rates and trends</th>
<th>Competitive info and intelligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD metrics and milestones</td>
<td>Interest indicators and activities</td>
<td>Scholarship predictive modeling</td>
<td>Economic conditions</td>
</tr>
<tr>
<td>Government actions, restrictions, orders</td>
<td>Institutional changes</td>
<td>International considerations</td>
<td>COVID-19 impacts and outlook</td>
</tr>
</tbody>
</table>
Building Enrollment Projections

National Data Sources and Research
- IPEDS Data Center
- College Navigator
- Common Data Set Initiative
- National Student Clearinghouse
- Knocking at the College Door (WICHE)
- The College Board
- National College Attainment Network
- ACT | NRCCUA Encoura and Eduventures reports
- NSSE
- High-Schools.com
- EAB
- United States Census Bureau
- Bureau of Labor Statistics

State Resources
- ODHE Enrollment Reports
- ODHE Higher Education Information (HEI) System

Marketing
- Admitted Student Questionnaire
- Proprietary and commissioned research
- Google Analytics

Institutional Data
- CRM database (Technolutions Slate)
- Institutional Effectiveness and Analytics publications and ad hoc reporting
- Oracle Business Intelligence
- Analytics and Decision Support System
- Advisory boards
## Fall 2021 Performance vs. FY21 Actuals and FY22 Budget

### Athens Undergrad

<table>
<thead>
<tr>
<th></th>
<th>2020 Final</th>
<th>2021 Goal</th>
<th>2021 Final</th>
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<tbody>
<tr>
<td><strong>Total Freshman Class</strong></td>
<td>3126</td>
<td>3528</td>
<td>3664</td>
</tr>
<tr>
<td><strong>Vs. 2021 Freshman Final Actual</strong></td>
<td>-538</td>
<td>-136</td>
<td></td>
</tr>
<tr>
<td>Ohio Resident</td>
<td>2682</td>
<td>2942</td>
<td>3055</td>
</tr>
<tr>
<td>Domestic non-resident</td>
<td>421</td>
<td>556</td>
<td>568</td>
</tr>
<tr>
<td>International (FR)</td>
<td>23</td>
<td>30</td>
<td>41</td>
</tr>
<tr>
<td>Ohio Market Share*</td>
<td>7.90%</td>
<td>8.70%</td>
<td>9.00%</td>
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<tr>
<td>Non-resident Proportion</td>
<td>14.20%</td>
<td>16.60%</td>
<td>16.60%</td>
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<tr>
<td><strong>Total Transfer Class (incl Intl)</strong></td>
<td>325</td>
<td>300</td>
<td>309</td>
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<tr>
<td><strong>Total</strong></td>
<td>3451</td>
<td>3828</td>
<td>3973</td>
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*Share of Ohio HS grads attending University. Fall 2021 share approximate pending release of source data (actuals).
## AUGUST BUDGET

### Fall Term: Start of Academic Year

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
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<tbody>
<tr>
<td>FY22</td>
<td>2942</td>
<td>2921</td>
<td>2917</td>
<td>2994</td>
<td>3073</td>
<td>3073</td>
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<tr>
<td>FY23</td>
<td>556</td>
<td>576</td>
<td>601</td>
<td>636</td>
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<td>30</td>
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<td>FY28</td>
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</table>

### Total Freshman Cohort

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
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</thead>
<tbody>
<tr>
<td>Transfers - Resident</td>
<td>265</td>
<td>280</td>
<td>300</td>
<td>325</td>
<td>350</td>
<td>350</td>
<td>350</td>
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<tr>
<td>Transfers - Non-Resident (including intl)</td>
<td>35</td>
<td>45</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
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<tr>
<td>Transfer Total</td>
<td>300</td>
<td>325</td>
<td>350</td>
<td>375</td>
<td>400</td>
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<tr>
<td>Estimated New Student Total</td>
<td>3828</td>
<td>3862</td>
<td>3918</td>
<td>4060</td>
<td>4204</td>
<td>4204</td>
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</tr>
</tbody>
</table>
Projection Development: Market Share Approach

1. Understand predicted HS graduation in Ohio and nationally (WICHE).
2. Analyze first-time college students attending any USO college or university (ODE and ODHE).
3. Determine volume of students attending university.
4. Apply WICHE rates of change to historical populations to project future available HS grads.
5. Track stated goals and progress of major competitors. Understand intentions of competitors—what share will they take?
6. Assume and apply OHIO’s anticipated rate of market-share change in Ohio.
7. Analyze out of state and international initiatives to project trends.
8. Validate against actuals in progress and predictions.
9. Generate prescriptions, implement interventions and iterate throughout the cycle.
Fall 2022 Observations

- Competitive landscape and national trends
- Cyclical changes—up or early? deferrals?
- Inquiry pool
- Applications
- FAFSA submissions
- Yield efforts
- Predictive and descriptive variables in each lifecycle phase
- Layered strategy ROI analysis
Questions